

1 APR 1983

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MEMORANDUM FOR: Chief, Plans & Programs Staff, OL

FROM:   
Deputy Chief, Logistics Services Division, OL

SUBJECT: General Review of Performance, Logistics  
Services Division, OL

REFERENCE: Memo fm DDA to D/L in re Phase IV Long  
Range Plan, Action Items, dtd. 25 Jan 83,  
(DDA #83-0140/6)

1. Listed below are items of significant interest which have been extracted from our records as a part of the review process associated with the performance of the Logistics Services Division (LSD).



- Relocated 7,000 square feet of office space to allow for SAFE II construction.
- Reconfigured all DDI Headquarters space to accommodate the DDI reorganization.
- Completed five-phased expansion of Polygraph Division, OS to double the number of interview rooms.
- Reconfigured a portion of the 6F corridor for consolidation of DI & S&T elements and to expand the S&T computer room.
- Reconfigured the FPO locker room on the ground floor to gain space to expand the OSO/CASD equipment room.

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- Reconfigured various DDI areas to accommodate SAFE Early Capability (SEC) terminals and new work stations.
- Completed drawings for the installation of Wang word processors.
- Reconfigured DDI/ALA space to accommodate a reorganization.
- Reconfigured GH62 and 2E49 for NIC expansion.
- Reconfigured DDO/EUR space to accommodate additional personnel.
- Reconfigured 6D corridor space for DDO/NE expansion.
- Reconfigured 3D39 for DDA/ALA expansion.
- Reconfigured part of 3B & 3D corridors to accommodate additional equipment.
- Expanded the FBIS computer equipment room at
- Relocated and consolidated the Public Affairs Branch to the 7B corridor in order to free space for the Polygraph expansion.
- Relocated and consolidated OT&E offices on the fifth floor, Chamber of Commerce Building.
- Completed design and construction drawings for new classrooms and team rooms, fifth floor, Chamber of Commerce Building.
- Reconfigured the Career Training Space at Chamber of Commerce Building.
- Reconfigured space in the 1A corridor to accommodate the 4C Project Equipment Room.
- Reconfigured the WARO offices and reception area on the ground floor of Ames Building.

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- Completed drawings to relocate the ODP Data Base Management Center from 5D55 to GG2202.
- Refurbished the OCR theaters and provided for new equipment.

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- Reconfigured the OC/DND office space to accommodate additional people.
  - Due to the critical requirement for additional office space in the Headquarters Building, the South Cafeteria balcony buffet was closed and the area was redesigned into nine language training classrooms plus a receptionist's area for use by OT&E. In September 1982, this area was reconfigured to create one additional classroom.

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- Relocated the Office of Global Issues from Ames to Headquarters.
  - Accomplished significant increases in the number of office relocations and increases in volume of classified waste for disposal.
  - Eight additional requests for courier service have been accommodated. These emanated from Ames Building,  Headquarters

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additional courier service caused extensive changes in routes and schedules but service remained unhampered.

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- An inventory of Agency safes was accomplished and the inventories put into LSD's automated system which is maintained on a current basis. Listings are available for customers' use as a management tool.
- LSD has begun handling all furniture deliveries, pickups, storage, and receiving at all outlying buildings. One LSD employee was relocated to [redacted] for better management of furniture stocks.
- LSD assumed control from Procurement Division for the data base on [redacted] electric typewriters. The data base is used to verify the quantity of typewriters covered under repair contracts and also aids in the coordination of service and repairs.
- [redacted]
- LSD coordinated arrangements for Vice President Bush's visit to Headquarters on 10 June 1982 for the swearing-in ceremony for the DDCI, John McMahon; for the departure reception for Admiral Inman on 4 June 1982; and for President Reagan's visit to Headquarters on 23 June 1982, for the signing of the Intelligence Identities Protection Act.
- Major renovations for the Executive Director's suite, including carpentry, electrical, and paint work, were completed. Newly purchased, stocked, and some loaned furniture (later replaced with special order furniture), plus art work and safes were arranged throughout the suite. The wall along the corridor in the Executive Director's office was soundproofed and covered with two silkscreen drapery panels.
- Rewallpapering of the DCI area inner corridors and papering of the elevator waiting room plus one wall of the main waiting room was completed during the month of September 1982. In addition,

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carpet cleaning, replacement of permanently stained carpet tiles and reglueing of loose tiles, painting of doors and remaining walls with an accent tint, and cove base replacement was also accomplished.

- Redecoration of the Foreign Visitors Liaison Area (Room 6D57 Hqs.) was completed in February 1982.

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- The 1978 Fine Arts Commission program to coordinate, standardize, and clarify all signs at Headquarters Building was completed with the installation of new directional signs at all corridor intersections. This final phase follows the introduction of room identification signs (1981), a public notice system (1980), and exterior signage (1979-80). The sign program will now be carried as a maintenance service for updating messages in a uniform fashion.
- In the absence of funding, LSD developed a procedure to obtain a significant quantity of excess furniture, at no cost, from Ft. Belvoir for rehabilitation. The acquisition of this furniture has relieved the serious strain on the metal furniture shortage.
- As a short-term solution of freeing the Headquarters Building corridors of supplies and equipment, a 40-foot trailer was leased by LSD. The trailer was parked on the West Parking Lot, and selected items to support the Headquarters Building were stored in it.
- Over the years, the burning of computer magnetic tapes at extremely high temperatures had caused some damage to the firebox of the Agency's incinerator. In order to avoid further damage, tapes were incinerated in very small quantities which led to significant backlogs. Through LSD's efforts, [redacted] agreed to burn Agency tapes free of charge. The backlog of tapes has been eliminated by this arrangement with [redacted].

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- A 1981 Dodge van has been modified with a wheelchair lift and is available to transport handicapped Agency personnel upon request. An employee bulletin announcing this service has been published.
- LSD assumed full responsibility for picking up mail for open CIA boxes. These boxes were previously serviced by the Office of Security.
- LSD completed a study of space and human factor requirements for Wang terminals in order to standardize furniture applications. A package of mix-and-match components was prepared for introduction into the Agency's supply system.
- Six prototype workstations were designed and eventually purchased for testing their practicality for future SAFE applications. Special furniture, surrounding screens, and component shelving were specified for approximately 75 stations due to be operational in the third quarter of FY 83.
- LSD conducted a clean-up campaign in all Agency buildings over a two-week period. Concurrently, the picture closet was opened to Agency personnel and 800 employees either traded or made first-time selections of wall art.
- Upgraded Executive Dining Room menus to include caloric content of low calorie meals.

2. In summary, LSD considers its total operation to be efficient and responsive to customers' needs. The responses to a recent questionnaire provided by LSD to Agency components reinforces this view. This survey reveals that LSD has been able to accomplish its mission in the absence of any increase in its staffing complement and without any significant escalation of its budget, notwithstanding the fact that requirements have increased in every area under its jurisdiction.

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3. A separate attachment responds to the item regarding management of space allocation. If you should have any questions on any of the material covered in this memorandum, please give me a call on



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Att

**ROUTING AND TRANSMITTAL SLIP**

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| Action       | File                 | Note and Return  |
| Approval     | For Clearance        | Per Conversation |
| As Requested | For Correction       | Prepare Reply    |
| Circulate    | For Your Information | See Me           |
| Comment      | Investigate          | Signature        |
| Coordination | Justify              |                  |

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*John*  
*State that I talked to you*  
*about !*

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|   | <b>Phone No.</b>      |

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**OPTIONAL FORM 41 (Rev. 7-76)**  
 Prescribed by GSA  
 FPMR (41 CFR) 101-11.206

☆ GPO : 1981 O - 361-529 (148)



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IMPROVING THE AGENCY'S SPACE UTILIZATION

AND THE WORKING ENVIRONMENT

1. In view of the Agency's history of space shortages, past Agency efforts to achieve better space utilization and improve the working environment have concentrated on reconfiguring areas to achieve higher person-per-square-foot density ratios. For the most part, these projects used the open plan concept and standard government furniture, although some areas were reconfigured using systems furniture especially designed to accommodate terminals. Usually, the impetus for these changes was the need to recapture space to accommodate additional people.

2. Other efforts to improve the working environment have centered around activities of the Fine Arts Commission in conjunction with the Office of Logistics. For many years, the Agency Fine Arts Commission has sponsored Arts and Crafts exhibits and has maintained a loan program to distribute art reproductions and photographs throughout the Agency. Also, they have sponsored a permanent exhibit of original paintings of the Washington Color School. More recently, a new signage program in the Headquarters building has improved the graphics while other efforts such as the Office Excellence furniture refurbishing program and the greater use of carpet and new furniture have improved the office working environment.

3. During the past year, we have expanded these efforts to include more work station analysis and the resulting design of offices using modular or systems furniture. The Office of Logistics has formed a furniture committee to study the systems and modular furniture fields and make re-commendations on future furniture purchases. One floor of the [redacted] building will be used as a test bed to study various open-office furniture systems and their application to the Agency's needs. Several notable projects completed recently should improve the work environment and the space utilization of the areas involved. Among them were the redesign of selected DDI areas to accommodate new work stations and SAFE Early Capability (SEC) terminals, the design for the SAFE User Requirements Element (SURE) area in GH44, and the DDO/EUR and DDI/ALA redesigns to accommodate additional people and equipment. STAT

4. Clearly, in these days of increased automation, greater demands will be placed on the individual work station and future office designs must begin by analyzing these requirements. The proliferation of equipment will have a great impact on the design of the work station, primarily by requiring larger work surfaces for the equipment and greater storage capacity for the

analyst. The necessarily larger work stations will affect our space utilization figures unless all design factors are carefully considered. Therefore, the need for Ergonomics, or Human Engineering, in the design of the work station is even more apparent. By analyzing the tasks to be performed and then designing the work station with regard to the physical dimensions, limitations and requirements of the human body, we can achieve the most efficient work station design necessary to accomplish a given task. This will be translated into a work station that is flexible with easily adjustable work surfaces, lights, background panels and chair heights. An efficient work station design will allow for continuing improvement in our space utilization figures.

5. In the face of ever-increasing technological advances and continuously changing personnel levels, it will be even more difficult to balance improving the work environment with achieving the maximum utilization of Agency space. Although these two goals are not necessarily at odds, it is sometimes difficult to find the proper balance between them while maintaining advanced communications and data processing capabilities. To meet these and future demands will require positive action and a flexible approach to problem solving. Listed below are several steps which may be taken or which are planned to help solve these problems.

- A. Identify and study trends which will affect office design and space utilization, especially in the following areas:
  - 1) Office equipment.
  - 2) Office furniture.
  - 3) Office landscaping vs open office vs traditional office layouts.
  - 4) Operating procedures.
  - 5) Work habits and how they are changing.
- B. Ensure that Agency designers maintain "State-of-the-Art" knowledge in office design by continuing to encourage field trips, attendance at trade fairs, design symposiums and courses and by membership in professional organizations.
- C. A continuing commitment of Senior Agency managers toward improving the work environment and methods of facilities management. Encourage attendance of senior managers at symposiums and seminars addressing these areas.

- D. Improve the system for forecasting the Agency's long range space requirements. Among items to be considered are:
- 1) Totally automate the system.
  - 2) Standardize the format for reporting requirements.
  - 3) Include all personnel projections such as staff, contract, military and part-time employees.
  - 4) Equipment projections.
  - 5) Establish directorate contacts for verifying and coordinating all directorate requirements.
  - 6) Establish liaison with OP and the Comptroller to verify personnel figures and ensure space requests are budgeted.
  - 7) Routinely and periodically update the requirements.
  - 8) Project requirements for 1 year, 2 year and 5 year periods.
- E. Automate the design and facilities management functions by obtaining a Computer Aided Design and Drafting (CADD) system. Once the system is operational, investigate the following possible uses for it:
- 1) Incorporate the Agency space utilization records now in the CRAMS. This will save time and the information will be much more up-to-date.
  - 2) If possible, integrate the real property (furniture) records with the furniture plan.
  - 3) Automate DND/VCB record and integrate with ADS data base.
  - 4) Explore with OC, OL, and OS other applications such as VTR records and SAFE equipment records.
  - 5) Establish a standard format for reporting current space holdings.
- F. Form a user's group of employees using the various new furniture systems, especially the test-bed  and solicit their ideas on the furniture, work station design and suggested improvements. STAT
- G. Continue the furniture committee but expand the scope to include interaction with the users group. The scope could also be expanded to include studying office design and automation trends and could include interaction with Agency data processing and communications experts.

- H. Continue to reconfigure component space to reflect changes in staffing levels and to achieve the best use of available space. Recapture space where possible, although achieving better utilization of space does not necessarily mean increasing employee density ratios. Periodically review all space utilization figures by office and determine where adjustments to current space holdings are required.
- I. The greatest opportunity to improve the working environment and improve space utilization will come when the new building is completed on the Headquarters compound. At that time, existing office space can be reconfigured to reflect office systems used in the new building. An important factor in accomplishing this however, is obtaining a commitment from senior Agency managers for the resources to do so.
- J. Periodically review all facilities management procedures and change those which aren't working.
- K. In conjunction with the Building Planning Staff and concurrently with planning for the new building, establish new interior design standards and colors for all Agency buildings.
- L. All of the above must be coordinated closely with components charged with providing facilities or equipment support or ensuring the security, safety and comfort of Agency employees. Build a resource pool of other Agency employees who may be consulted for special studies or on a continuing basis. For example, consulting with the OMS Behavioral Psychologists on all studies pertaining to the work environment.

During February 1983, an inventory of Agency forms which are originated or requested by OL components was conducted. This inventory resulted in the review of 193 forms of which 35 was cancelled.

In January 1983, OL implemented an automated document control system for correspondence control and accountability. This system replaced the manual control system of preparing document abstracts on form 238's to control correspondence. In addition to eliminating the form 238, and its filing, the new system provides better document control, automatic filing, wider capabilities for research and hopefully will reduce the necessity of ~~maintaining~~ maintaining chronological files at various component levels.